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30 October 1987

MEMORANDUM FOR: Special Counsel

FROM:

Director, Center for the Study of Intelligence

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SUBJECT : Published Material on Compartmentation

1. In response to your telephone query regarding material on compartmentation that may have been published in Studies in Intelligence or in monographs and seminar reports issued by the Center for the Study of Intelligence, we have searched the indexes to Studies over the past 32 years and to publications of the Center since it was established in 1975. Similarly, we have done a quick--necessarily incomplete--check of what may be in the Agency library.

2. I enclose what we turned up. We found nothing that specifically addresses the question you raised, but some of it may be marginally useful to you.

3. There is a paradox here: we talk about all-source intelligence but operate internally on the need-to-know principle which breeds what some deem excessive compartmentation. It is hardly surprising, therefore, that Studies in Intelligence has published little that is relevant to this particular issue. For someone to have written anything pointing to the risks that are the obverse side of compartmentation would have challenged the managerial ethos of the clandestine service (heresy!).

4. In July 1975 one of my predecessors suggested conducting a study of compartmentation in CIA. It is apparent that he sought to address the question of whether compartmentation retarded the intelligence collection/production processes, rather than whether it worked against the Director's or the Agency's interests in the field of covert action. He failed to win the support of management for an in-depth study, but did hold the first of what he proposed would be two seminars on the question. I am forwarding both his suggestion (still timely) and the less-than-detailed report of that first seminar.

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5. Secrecy and Disclosure and A Critique of the Codeword Compartment in the CIA should be informative to you. The Clandestine Service provides background. [redacted] name appears in all three papers. A specialist on indications and warning at the Defense Intelligence Agency for many years, before retirement she wrote a three-volume, highly classified Department of Defense study that highlighted the negative consequences of excessive compartmentation in such external crises as Pearl Harbor and the Soviet intervention in Czechoslovakia. We do not have that study.

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Attachments: As stated

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